

## Part 1 – Agency Profile

### Agency Overview

#### IDJC Mission Statement

*“Prevent and reduce juvenile crime in partnership with communities”*

The Idaho Department of Juvenile Corrections is responsible for holding juvenile offenders accountable, protecting Idaho's communities and developing the competencies of the offenders, families, communities and juvenile justice professionals. This is accomplished by meeting the needs of all individuals involved with the system through increased professionalism, assisting families to become active participants in their juvenile's program, ensuring victims receive justice, and preparing offenders and communities for the reintegration of juveniles leaving the Department's custody. Director Callicutt has determined these objectives to be important components to empowering Idaho's citizens to become active participants in their community's efforts toward the prevention and reduction of juvenile crime. Holding juveniles accountable for their actions in the least restrictive environment is considered best practice and is more cost effective.

Idaho's juvenile justice system is separated into two equally important parts which must work well together. Most juveniles are held at the county level, through county probation/detention departments, only 6% of juvenile offenders reach the state level. County juvenile probation departments provide a range of effective approaches for managing juvenile offenders safely and economically in the community, including probation supervision and local detention. Each county has its own probation department or contracts with another county to supervise its probation caseload. Probation departments emphasize programs that hold juveniles accountable to their victims and their communities.

In cases where the juvenile offender cannot be managed in the community, the court may order commitment to the legal custody of the state. If a juvenile is committed to the Idaho Department of Juvenile Corrections, they are assessed and placed into a residential facility (contract or state) to address their criminogenic needs. Once the juvenile has completed treatment and it is determined that their risk to the community has been reduced, they are most likely to return to county probation.

Low birth weight, domestic violence, mental illness, substance abuse, poverty, lack of attendance in the educational process, malnutrition, and most importantly, criminal behaviors, are all contributing factors to the entry of and retention of youth in the Idaho juvenile justice system. From the moment of contact by school personnel, law enforcement, or a victim of a juvenile's delinquent behavior, community-based stakeholders play a vital role. Through various partnerships, alliances, resource identification and development, continued focus must be placed on victim restoration, strengthening families and successful community reintegration of juvenile offenders to ultimately protect the investment all Idahoans have made.

#### A Brief History

The 1903 Idaho legislature passed a bill that founded the Idaho Industrial Reform School for the Commitment of Wayward Youth. Over 90 years later, the Idaho Department of Juvenile Corrections was created at the recommendation of a special legislative committee. The recommendation to create a new department was based on a series of meetings held across the state to gather input from the public and juvenile justice practitioners. In response to the input, the 1995 Idaho legislature passed the Juvenile Corrections Act that removed juvenile corrections responsibilities from the Department of Health and Welfare, and vested them in the newly created Idaho Department of Juvenile Corrections. When the Department was created, the actual number of juveniles in state custody was almost 600. With the transfer of some juveniles to county probation and release of others to their home communities, the average daily population of juveniles in state custody was 490 by the end of 1995. As of July 1, 2008 the number of juveniles in the juvenile justice system in Idaho numbered slightly under 6,800, with roughly 94% of these juveniles managed through local county probation and detention departments, and 6%, or 431, in IDJC custody.

**Today**

The Idaho Department of Juvenile Corrections provides services to youth adjudicated delinquent and sentenced to the custody of the state, through residential placement in contract and/or state operated facilities and programs. While serving the citizens of Idaho, the Department is committed to the balanced and restorative justice model as a foundation.

To meet this obligation, the Department is broken into **3 Divisions** (*Institutional Services, Community Operations and Program Services, and Administrative Services*), **2 bureaus** (*Clinical Services and Human Resources*) and **1 unit** (*Quality Improvement*). In addition to providing community safety, offender accountability and competency development, the Department distributes Juvenile Corrections Act funds, tobacco tax revenue, and other state and federal funds to counties to fund local programs aimed at reducing juvenile crime. While 26% of the Department's yearly budget goes directly to counties and local communities for juvenile justice services to help reduce the need for commitments to IDJC, this has been enhanced the past three years with the Community Incentive Program and the funding for services to juvenile offenders with mental health issues.

To assist the Department in its mission, there are nine boards/commissions that ensure the community and other juvenile justice professionals are involved in the decision-making process. These groups that are valuable to the Department's mission and success include: Board of Juvenile Corrections, Criminal Justice Commission, Juvenile Justice Commission, IJOS Board, Juvenile Training Council, Custody Review Board, Juvenile Justice Magistrate Judges Advisory Team, Interstate Compact Council, Idaho Association of Counties (Youth & Justice Advisory Council, and Juvenile Justice Administrators), and the Interagency Committee on Substance Abuse Prevention and Treatment.

Meetings were held in all seven judicial districts to continue the discussion of the Director's Meaningful and Measurable Objectives. Community partners developed committees and action steps to serve victims and families, as well as successful reintegration for our offenders. Meetings will continue throughout this administration to foster open dialogue on community needs and efforts toward these objectives.

**The Future**

The Director's Meaningful and Measurable Objectives have provided communities additional ways to become involved. There are 16 committees meeting throughout Idaho to identify issues and develop plans to assure victims receive justice, families are more actively involved in the full continuum of care, and that reintegration of juvenile offenders shows additional promise in communities throughout the state. The Department, its state and community partners have developed a full continuum of care for juvenile offenders with mental health issues; including clinicians in all twelve county run detention facilities that assist counties in determining the mental health needs of juvenile offenders. The 24-bed Solutions Unit serving male and female juveniles with both substance abuse and mental health issues is providing an additional level of service for juveniles committed to the Department.

**Facts**

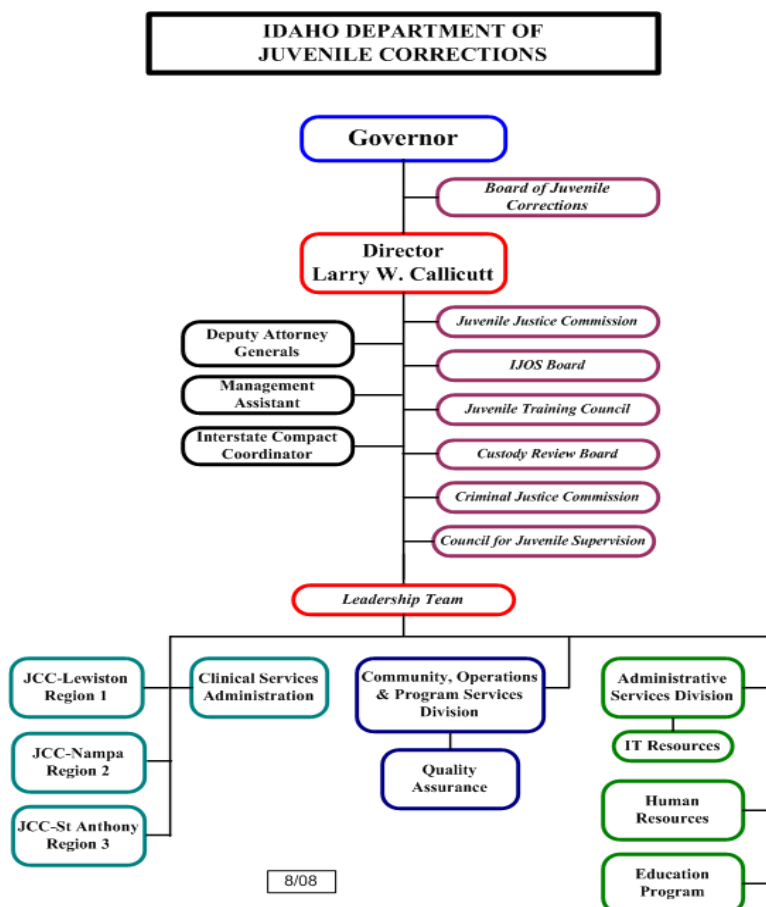
*Number of Employees:* 406.25 budgeted. Additional staff are temporary to maintain child/staff ratios.

*Number and Location of Offices:* 5 administrative offices—Coeur d'Alene, Boise, Meridian, Pocatello, Twin Falls  
3 juvenile corrections centers--Lewiston, Nampa, St. Anthony

*Factors that may give rise to an increase in demand for services:* There are two primary factors that may cause an increase in demand for IDJC services. The first factor includes the increase in arrests of 6.3% from last year and petitions filed of 7.9%. The second factor is 38.4% of the juvenile offenders in custody have issues with both substance abuse and mental health, considered a co-occurring disorder, up from 30.3% last year.

The legislature allocated funds to IDJC to provide services to juvenile offenders with mental illnesses through research-based, best practice programs to be managed through the Community Incentive Project. This program provides resources to counties and tribes to treat juvenile offenders in the community to prevent deeper involvement with the juvenile justice system. The Community Incentive Project and the Mental Health Program support community partnerships.

## ORGANIZATIONAL STRUCTURE



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### Core Functions / Idaho Code

The primary or core function of the Department, as written in *Idaho Code* Title 20, Chapter 5, is to provide services for youth adjudicated delinquent and sentenced to custody of the state, through residential placement in contract and/or state operated facilities and programs. While serving the citizens of Idaho, the Department is seeking to involve and meet the needs of three co-participants in the justice process- victims, offenders, and communities. This allows Idaho's juvenile justice system to meet the sanctioning, public safety and rehabilitative needs of communities.

The Idaho Department of Juvenile Corrections fulfills its core function through its dedicated professional workforce in the following divisions, bureaus and units.

#### Institutional Services:

IDJC has regionalized state services for juveniles committed to its custody, making it possible for most juveniles to remain close enough to their family and community to include parents and other key community members in their treatment. State juvenile correctional centers are located in Lewiston, Nampa, and St. Anthony and provide a full complement of services for 268 youth who range from 10 to 20 years of age. The Co-Occurring Disorder Unit, also known as "Solutions", is a newly constructed 24-bed addition to the current JCC-Nampa facility. The treatment methods of the Solutions program include the methods also used in the other IDJC programs such as accredited education, victim accountability and involvement of families. The Superintendents of the three institutions are reporting on their performance with the Director's Meaningful and Measurable Objectives monthly. JCC-Lewiston has developed a family support program, JCC-St. Anthony has worked with a county to develop a victim's panel, and JCC-Nampa has juveniles in reintegration status working in the kitchen and assisting with facility cleaning. Specialized programs exist for adjudicated sex offenders, female offenders, juveniles with a

mental health diagnosis, and juveniles with serious chemical dependency issues. All programs target reducing criminal behavior and thinking, in addition to decreasing the juvenile's risk to re-offend. The programs offered are recognized as state-of-the-art juvenile correctional programming and follow nationally accepted standards for the treatment of juvenile offenders. Other services include professional medical care, food services, and counseling. IDJC averages 423 juveniles in custody, with 239 (57%) in state facilities, and the remaining 184 (43%) in approximately 30 contract facilities located in- and out-of-state.

*Clinical Services Bureau:* The Bureau, a part of Institutional Services, oversees the administration of statewide clinical services, assessment and placement programs for juveniles committed to the Department, oversight of all staff performing clinically related services, initial observation and assessment processes and follow-up assessments, and oversight of case management.

#### **Administrative Services:**

This Division is responsible for providing day-to-day business and administrative services to support the institutions, district offices, and the Department as a whole. Services include fiscal services (accounts payable, payroll, financial statements, risk management, P-card administration, and the collection of parent reimbursement), information technology management (developing, maintaining and supporting IJOS, local, and wide area networks), as well as purchasing, inventory, facility and vehicle management.

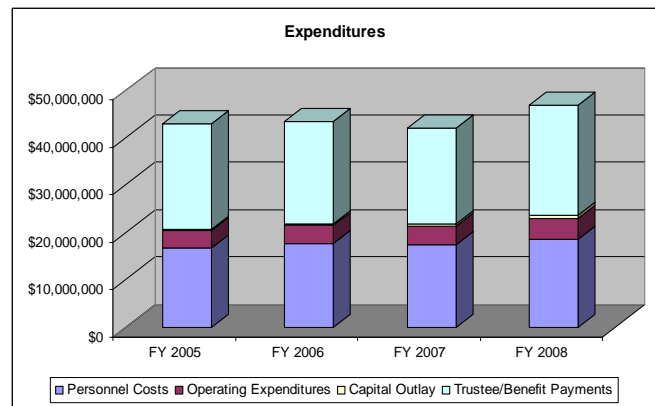
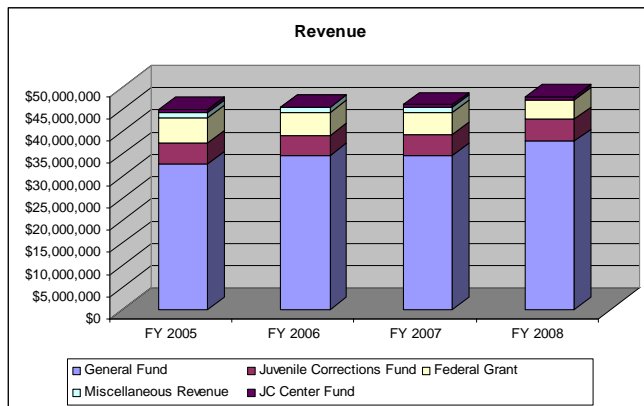
*Human Resource Bureau:* This Bureau is responsible for establishing the foundation for building and maintaining positive employee relations, attracting and retaining competent employees, development and training of all staff, and development and implementation of sound performance measures.

#### **Community Operations and Programs Services Division (COPS):**

The COPS Division addresses the needs of the community, offender and families throughout the continuum of care from prevention through aftercare. Six District Liaisons assist Idaho's 44 counties to assure IDJC stays connected to a wide range of community stakeholders. This Division provides professional juvenile justice research and public information, including responses to information requests from Idaho State Legislators and citizens in general. The Quality Improvement Unit is committed to promoting juvenile correctional practice based upon the characteristics of a "learning organization" using the performance based standards process, the principles of the What Works literature, and continued growth and development of the principles of quality improvement throughout the Department. This unit is also responsible for the coordination of the POST Certified Probation/Detention Academies. The Division oversees the delivery of religious activities within the Department's three facilities and through victims', families' and reintegration services. The Grants Management Section is responsible for staffing the Juvenile Justice Commission, planning and administering federal programs: including Juvenile Justice and Delinquency Prevention Formula Grant, Enforcing Underage Drinking Laws, Title V Prevention, Juvenile Accountability Block Grant, as well as state funds through the Community Incentive Project and the Mental Health Program including the Detention Clinician Project. This section is also responsible for the certification of detention facilities for compliance with state and Federal standards and collaborative planning through one tribal and seven judicial district councils.

#### **Revenue and Expenditures**

<b>Revenue</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
General Fund	\$32,799,700	\$34,566,700	\$34,565,900	\$37,848,600
Juvenile Corrections Fund	\$4,657,800	\$4,673,600	\$4,807,100	\$4,945,000
Federal Grant	\$5,756,400	\$5,077,700	\$5,000,100	\$4,286,400
Miscellaneous Revenue	\$1,157,600	\$1,080,800	\$1,088,700	\$1,107,900
JC Center Fund	<u>\$570,300</u>	<u>\$0</u>	<u>\$629,700</u>	<u>\$688,500</u>
<b>Total</b>	<b>\$44,941,800</b>	<b>\$45,398,800</b>	<b>\$46,091,500</b>	<b>\$48,876,400</b>
<b>Expenditure</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Personnel Costs	\$16,643,800	\$17,701,900	\$17,459,400	\$18,652,700
Operating Expenditures	\$3,667,400	\$3,732,000	\$3,951,500	\$4,354,200
Capital Outlay	\$288,600	\$344,800	\$440,000	\$702,200
Trustee/Benefit Payments	<u>\$22,314,300</u>	<u>\$21,557,500</u>	<u>\$20,140,600</u>	<u>\$23,204,600</u>
<b>Total</b>	<b>\$42,914,100</b>	<b>\$43,336,200</b>	<b>\$41,991,500</b>	<b>\$46,913,700</b>



### Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2005	FY 2006	FY 2007	FY 2008
Number of Juveniles Served	709	725	710	744
Length of Custody (days)	553	559	528	543
Average Daily Count	424	427	431	423
Recommit Rate (return to IDJC)	15.2%	11%	11.6%	11.7%
Number of community service hours performed by juveniles	40,063	54,140	53,645	66,804
% of offenders with increased ISAT scores	51.4%	73.8%	73.5%	74%

### Part II – Performance Measures

Performance Measure	2005	2006	2007	2008	Benchmark
1. Percent of Youth that are not recommitted to IDJC	84.8%	89%	88.4%	88.3%	90%
2. Percent of individual student ISAT scores that improve while juvenile is in custody	51.4%	73.8%	73.5%	74%	85%
3. Number of hours key stakeholders contributed to juvenile justice system efforts.	NA	NA	12,486.55 hours	10,155 hours	10,000 hours
4. Number and percent of programs funded using evidence based models.	NA	17/53= 32%	67/130= 51.5%	74/96= 79%	25/50= 75%
5. Employee turnover rate	20.4%	14.81%	15.3%	15%	15%

#### Performance Measure Explanatory Note:

The key stakeholders' performance measure will change this next year to a satisfaction survey, with a statewide satisfaction survey disseminated to key stakeholders. While all three institutions require juveniles to perform community service, research indicates effective community service should meet community and human needs. Examples of community service performed by juveniles in IDJC institutions include delivering food to the elderly twice a month, working with Fish and Game and the Forest Service to mend fences, clean trails and shovel snow.

**For More Information Contact**

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